



TORQ Analysis of First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand to First-Line Supervisors/Managers of Retail Sales Workers




INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	53-1021.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	First-Line Supervisors/Managers of Retail Sales Workers	41-1011.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

89

Ability TORQ				Skills TORQ				Knowledge TORQ			
Level		93		Level		88		Level		87	
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Mathematical Reasoning	46	11	53	Active Listening	62	4	72	No Knowledge Upgrades Required!			
Originality	50	6	56								
Oral Expression	59	4	68								
Time Sharing	46	5	53								
Near Vision	53	5	53								
Number Facility	44	5	50								
Speech Recognition	50	4	59								
Deductive Reasoning	53	3	62								
Inductive Reasoning	48	2	59								
Fluency of Ideas	46	2	53								

LEVEL and IMPT (IMPORTANCE) refer to the Target First-Line Supervisors/Managers of Retail Sales Workers. GAP refers to level difference between First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand and First-Line Supervisors/Managers of Retail Sales Workers.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	First-Line Supervisors/Managers of Retail Sales Workers	Importance
Oral Comprehension	55 	53 	68 
Oral Expression	55 	59 	68 
Speech Clarity	48 	46 	65 



Deductive Reasoning	50	53	62
Problem Sensitivity	51	51	59
Inductive Reasoning	46	48	59
Speech Recognition	46	50	59
Written Expression	55	53	56
Originality	44	50	56
Information Ordering	53	44	56
Written Comprehension	51	48	53
Fluency of Ideas	44	46	53
Category Flexibility	46	44	53
Mathematical Reasoning	35	46	53
Time Sharing	41	46	53
Near Vision	48	53	53
Number Facility	39	44	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	First-Line Supervisors/Managers of Retail Sales Workers	Importance
Management of Personnel Resources	71	58	74
Active Listening	58	62	72
Service Orientation	55	55	71
Time Management	69	60	71
Monitoring	75	65	69
Instructing	65	63	69

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	First-Line Supervisors/Managers of Retail Sales Workers	Importance
Customer and Personal Service	61	58	72

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	First-Line Supervisors/Managers of Retail Sales Workers	Description	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	First-Line Supervisors/Managers of Retail Sales Workers
10+ years	1%	0%	Doctoral	0%	0%
8-10 years	0%	0%	Professional Degree	0%	0%
6-8 years	5%	1%	Post-Masters Cert	0%	0%
4-6 years	15%	0%	Master's Degree	8%	0%
2-4 years	42%	9%	Post-Bachelor Cert	0%	0%
1-2 years	7%	53%	Bachelors	31%	2%
6-12 months	5%	4%	AA or Equiv	5%	1%
3-6 months	1%	4%	Some College	2%	1%
1-3 months	3%	0%			



O-1 month	0%	11%	Post-Secondary Certificate	4%	1%
None	17%	14%	High School Diploma or GED	47%	77%
			No HSD or GED	0%	15%
First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand			First-Line Supervisors/Managers of Retail Sales Workers		
Most Common Educational/Training Requirement:					
Work experience in a related occupation			Work experience in a related occupation		
Job Zone Comparison					
3 - Job Zone Three: Medium Preparation Needed			2 - Job Zone Two: Some Preparation Needed		
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.			Some previous work-related skill, knowledge, or experience may be helpful in these occupations, but usually is not needed. For example, a teller might benefit from experience working directly with the public, but an inexperienced person could still learn to be a teller with little difficulty.		
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.			These occupations usually require a high school diploma and may require some vocational training or job-related course work. In some cases, an associate's or bachelor's degree could be needed.		
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.			Employees in these occupations need anywhere from a few months to one year of working with experienced employees.		

Tasks

First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Core Tasks

Generalized Work Activities:

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.
- Developing and Building Teams - Encouraging and building mutual trust, respect, and cooperation among team members.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Identifying Objects, Actions, and Events - Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

Specific Tasks

First-Line Supervisors/Managers of Retail Sales Workers

Core Tasks

Generalized Work Activities:

- Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

Specific Tasks

Occupation Specific Tasks:

- Assign employees to specific duties.
- Confer with company officials to develop



Occupation Specific Tasks:

- Assess training needs of staff; then arrange for or provide appropriate instruction.
- Check specifications of materials loaded or unloaded against information contained in work orders.
- Collaborate with workers and managers to solve work-related problems.
- Conduct staff meetings to relay general information or to address specific topics such as safety.
- Counsel employees in work-related activities, personal growth, and career development.
- Estimate material, time, and staffing requirements for a given project, based on work orders, job specifications, and experience.
- Evaluate employee performance, and prepare performance appraisals.
- Examine freight to determine loading sequences.
- Inform designated employees or departments of items loaded, and problems encountered.
- Inspect equipment for wear and for conformance to specifications.
- Inspect job sites to determine the extent of maintenance or repairs needed.
- Inventory supplies, and requisition or purchase additional items as necessary.
- Participate in the hiring process by reviewing credentials, conducting interviews, and/or making hiring decisions or recommendations.
- Perform the same work duties as those whom they supervise, and/or perform more difficult or skilled tasks or assist in their performance.
- Plan work schedules and assign duties to maintain adequate staffing levels, to ensure that activities are performed effectively, and to respond to fluctuating workloads.
- Prepare and maintain work records and reports that include information such as employee time and wages, daily receipts, and inspection results.
- Provide assistance in balancing books, tracking, monitoring, and projecting a unit's budget needs, and in developing unit policies and procedures.
- Quote prices to customers.
- Recommend or initiate personnel actions such as promotions, transfers, and disciplinary measures.
- Resolve personnel problems, complaints, and formal grievances when possible, or refer them to higher-level supervisors for resolution.
- Review work throughout the work process and at completion, in order to ensure that

methods and procedures to increase sales, expand markets, and promote business.

- Direct and supervise employees engaged in sales, inventory-taking, reconciling cash receipts, or in performing services for customers.
- Enforce safety, health, and security rules.
- Establish and implement policies, goals, objectives, and procedures for their department.
- Establish credit policies and operating procedures.
- Estimate consumer demand and determine the types and amounts of goods to be sold.
- Examine merchandise to ensure that it is correctly priced and displayed and that it functions as advertised.
- Examine products purchased for resale or received for storage to assess the condition of each product or item.
- Formulate pricing policies for merchandise, according to profitability requirements.
- Hire, train, and evaluate personnel in sales or marketing establishments, promoting or firing workers when appropriate.
- Instruct staff on how to handle difficult and complicated sales.
- Inventory stock and reorder when inventory drops to a specified level.
- Keep records of purchases, sales, and requisitions.
- Monitor sales activities to ensure that customers receive satisfactory service and quality goods.
- Perform work activities of subordinates, such as cleaning and organizing shelves and displays and selling merchandise.
- Plan and coordinate advertising campaigns and sales promotions, and prepare merchandise displays and advertising copy.
- Plan and prepare work schedules and keep records of employees' work schedules and time cards.
- Plan budgets and authorize payments and merchandise returns.
- Provide customer service by greeting and assisting customers, and responding to customer inquiries and complaints.
- Review inventory and sales records to prepare reports for management and budget departments.

Detailed Tasks

Detailed Work Activities:

- access media advertising services
- analyze sales activities or trends
- answer customer or public inquiries
- arrange merchandise display
- assign work to staff or employees
- conduct or attend staff meetings



it has been performed properly.

- Schedule times of shipment and modes of transportation for materials.
- Transmit and explain work orders to laborers.

Detailed Tasks

Detailed Work Activities:

- assign work to staff or employees
- communicate technical information
- conduct or attend staff meetings
- conduct training for personnel
- demonstrate or explain assembly or use of equipment
- determine loaded cargo complies with regulations or specifications
- direct and coordinate activities of workers or staff
- establish employee performance standards
- inspect machinery or equipment to determine adjustments or repairs needed
- inspect material moving equipment
- inventory stock to ensure adequate supplies
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- modify work procedures or processes to meet deadlines
- monitor worker performance
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- read blueprints
- read technical drawings
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- review schedules to obtain cargo loading information
- schedule activities, classes, or events
- schedule employee work hours
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques
- verify cargo against shipping papers

Technology - Examples

Electronic mail software

- conduct sales presentations
- conduct training for personnel
- consult with managerial or supervisory personnel
- develop advertising strategy
- develop budgets
- develop policies, procedures, methods, or standards
- dictate correspondence
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate product demand
- evaluate information from employment interviews
- evaluate performance of employees or contract personnel
- examine products or work to verify conformance to specifications
- explain rules, policies or regulations
- greet customers, guests, visitors, or passengers
- hire, discharge, transfer, or promote workers
- inventory stock to ensure adequate supplies
- investigate customer complaints
- maintain production or work records
- make presentations
- monitor worker performance
- order or purchase supplies, materials, or equipment
- oversee sales programs
- oversee work progress to verify safety or conformance to standards
- plan or organize work
- prepare or maintain employee records
- prepare rental or lease agreement
- prepare reports
- provide customer service
- publicize job openings
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- schedule employee work hours
- select software for clerical activities
- sell merchandise



- Microsoft Outlook

Enterprise resource planning ERP software

- Sage Accpac ERP

Human resources software

- Employee scheduling software

Inventory management software

- Inventory control software
- Warehouse management software

Office suite software

- Microsoft Office

Spreadsheet software

- Microsoft Excel

Time accounting software

- Time and attendance software

Word processing software

- Microsoft Word

Tools - Examples

- Barcode scanners
- Tape guns
- Desktop computers
- Dollies
- Forklifts
- Glue guns
- Claw hammers
- Handtrucks
- Power hoists
- Hydraulic jacks
- Hoisting hooks
- Personal computers
- Hand planes
- Power saws
- Hand saws
- Scaffolding
- Material-hoisting slings
- Utility knives

- use knowledge of written communication in sales work
- write advertising copy

Technology - Examples

Calendar and scheduling software

- Qualitech Solutions Dynamic Scheduling
- Scheduling software
- TimeTrak Systems SchedTrak

Data base user interface and query software

- Database software
- Gift registry software

Enterprise resource planning ERP software

- Kronos Enterprise Workforce Management

Human resources software

- Exact software
- Time card software

Internet browser software

- Internet browser software

Inventory management software

- Inventory management software

Office suite software

- Microsoft Office

Point of sale POS software

- American Precision Instruments Regit
- ASI Complete software
- Attitude POS itive AccuPOS Retail
- Bibase 4POS Retail
- CAP Automation SellWise
- ComCash software
- CompuTant CounterPoint
- CyberMatrix POS
- DacEASY software
- Datasym SYMFINITE
- EZ software
- ICVERIFY software
- Infocorp Computer Solutions \$mart System



- Hydraulic winches
- Overhead cranes
- Banding machines

- Inticorp Software/POS
- LOB RetailPoint
- Logisoft Positive Pos System
- ManageMore Cellular Manager
- Master Merchant Systems Music Store
- MicroBiz software
- Millennium Software Atrex
- Plexis Software Plexis POS
- Point of sale POS bookstore software
- Point of sale POS parts and services software
- Point of sale POS software
- RiscStation POSSum
- SBS Keystroke
- Semicron Systems software
- Sixth Sense software
- Softpedia ShopInvo
- SureSELL software
- System 3 POS software
- The General Store software
- The Retail Solution software
- True North Computer Retail Plus
- VeriFone PC Charge Pro
- Vigilant software
- Visual Retail Plus software
- Spreadsheet software
- Microsoft Excel
- Time accounting software
- Hagel Unitime Systems
- Kronos Workforce Timekeeper
- Lathem Time PayClock EZ
- Payroll software
- TimeTrak Systems ClocTrack
- Word processing software
- Microsoft Word



Tools - Examples

- Hammer pliers
- Wrenches
- Barcode scanners
- Cash registers
- Desktop computers
- Money order terminals
- Ladders
- Computer printers
- Magnetic card readers
- Personal computers
- Personal digital assistants PDA
- Credit card processing terminals
- Point of sale POS terminals
- Screwdrivers
- Security cameras
- Video cassette recorders VCR

Labor Market Comparison

Description	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	First-Line Supervisors/Managers of Retail Sales Workers	Difference
Median Wage	\$ 34,540	\$ 31,720	\$(2,820)
10th Percentile Wage	\$ 20,140	\$ 20,790	\$ 650
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 43,730	\$ 40,480	\$(3,250)
90th Percentile Wage	\$ 52,080	\$ 52,530	\$ 450
Mean Wage	\$ 35,450	\$ 34,770	\$(680)
Total Employment - 2007	1,160	6,900	5,740
Employment Base - 2006	1,153	10,067	8,914
Projected Employment - 2016	1,278	10,114	8,836
Projected Job Growth - 2006-2016	10.8 %	0.5 %	-10.4 %

Projected Annual
Openings - 2006-2016

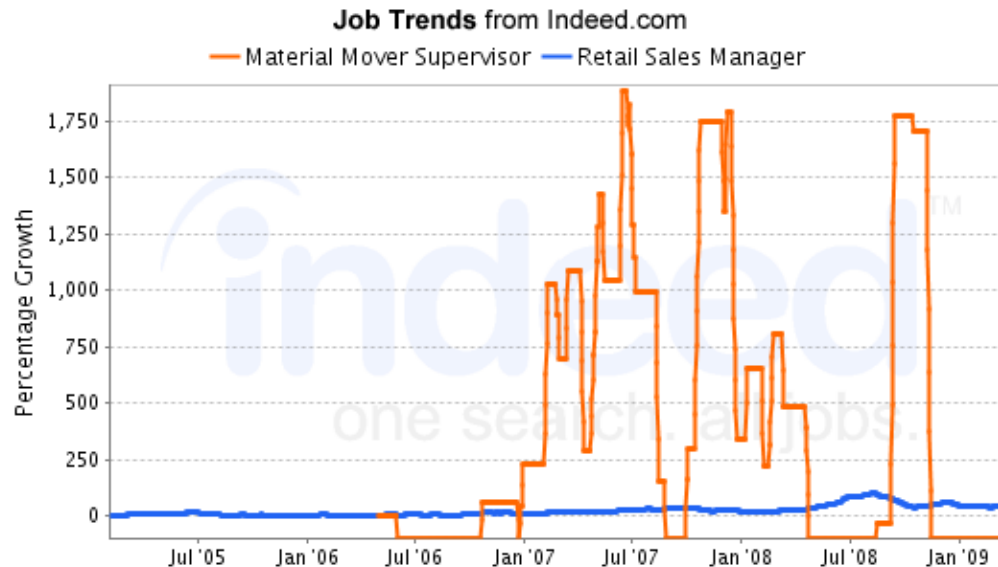
37

216

179

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Trend for First-Line
Supervisors/Managers
of Retail Sales WorkersData from [Indeed](http://www.indeed.com)**Recommended Programs****Floriculture/Floristry Operations and Management**

Floriculture/Floristry Operations and Management. A program that prepares individuals to operate and manage commercial and contract florist enterprises, supply and delivery services, and flower catering services. Includes instruction in the applicable principles of plant science; purchasing, storage, and delivery systems; floral design and arranging; and principles of business management.

No schools available for the program

Consumer Merchandising/Retailing Management

Consumer Merchandising/Retailing Management. A program that focuses on product and service promotion from the perspective of individual and family consumers and that prepares individuals to function as consumer management and marketing consultants in for-profit and non-profit enterprises. Includes instruction in applied market research; consumer behavior; product sourcing and distribution; profitability; customer feedback and evaluation methods; promotion and retailing campaign development; and applications to specific domestic and international consumer markets.

No schools available for the program

E-Commerce/Electronic Commerce

E-Commerce/Electronic Commerce. A program that prepares individuals to plan, manage, supervise, and market electronic business operations, products, and services provided online via the Internet. Includes instruction in business administration, information technology, information resources management, web design, computer and Internet law and policy, computer privacy and security, e-trading, insurance, electronic marketing, investment capital planning, enterprise operations, personnel supervision, contracting, and product and service networking.

Institution	Address	City	URL
University of Maine at Fort Kent	23 University Drive	Fort Kent	www.umfk.maine.edu

Retailing and Retail Operations



Retailing and Retail Operations. A program that prepares individuals to perform operations associated with retail sales in a variety of settings. Includes instruction in over-the-counter and other direct sales operations in business settings, basic bookkeeping principles, customer service, team/staff leadership and supervision, floor management, and applicable technical skills.

No schools available for the program

Selling Skills and Sales Operations

Selling Skills and Sales Operations. A program that prepares individuals to possess the skills associated with direct promotion of products and services to potential customers and to function as independent sales representatives and managers. Includes instruction in consumer psychology, image projection, public speaking and interpersonal communications, sales organization and operations, customer relations, professional standards and ethics, and applicable technical skills.

No schools available for the program

Special Products Marketing Operations

Special Products Marketing Operations. A program that prepares individuals to perform marketing and sales operations connected with the promotion of special products, including floristry, food, and home and office products. Includes instruction in principles of marketing research and advertising, promotional campaign organization, media relations, and applicable technical and administrative skills.

No schools available for the program

Specialized Merchandising, Sales, and Related Marketing Operations, Other

Specialized Merchandising, Sales, and Marketing Operations, Other. Any instructional program in sales, marketing, and distribution operations not listed above.

No schools available for the program

Business, Management, Marketing, and Related Support Services, Other

Business, Management, Marketing, and Related Support Services, Other. Any instructional program in business, management, marketing and related support services not listed above.

Institution	Address	City	URL
Maine Maritime Academy	C3	Castine	www.mainemaritime.edu

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Helpers,

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
53-1021.00	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	100	3	1,160	\$34,540.00	\$0.00	11%	37
11-3071.02	Storage and Distribution Managers	90	3	710	\$62,270.00	\$27,730.00	5%	25
11-9131.00	Postmasters and Mail Superintendents	90	3	420	\$55,200.00	\$20,660.00	-5%	10
43-5011.00	Cargo and Freight Agents	90	2	170	\$40,360.00	\$5,820.00	5%	5
43-5061.00	Production, Planning, and Expediting Clerks	87	2	1,320	\$38,490.00	\$3,950.00	-1%	35
11-3011.00	Administrative Services Managers	87	4	1,090	\$56,630.00	\$22,090.00	5%	34
13-1071.01	Employment Interviewers	87	3	610	\$41,200.00	\$6,660.00	10%	19
13-2071.00	Loan Counselors	87	4	60	\$35,110.00	\$570.00	-3%	1
11-3071.01	Transportation Managers	87	3	710	\$62,270.00	\$27,730.00	5%	25
43-5051.00	Postal Service Clerks	87	2	580	\$44,780.00	\$10,240.00	-3%	13



13-1072.00	Compensation, Benefits, and Job Analysis Specialists	86	4	770	\$43,900.00	\$9,360.00	8%	23
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	86	4	930	\$55,220.00	\$20,680.00	-1%	19
41-3031.02	Sales Agents, Financial Services	86	4	0	\$65,230.00	\$30,690.00	5%	33
11-3042.00	Training and Development Managers	86	4	140	\$66,670.00	\$32,130.00	7%	4
11-9051.00	Food Service Managers	86	3	1,150	\$43,490.00	\$8,950.00	2%	45

Top Industries for First-Line Supervisors/Managers of Retail Sales Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	30.44%	510,094	528,061	3.52%
Grocery stores	445100	7.23%	121,134	128,424	6.02%
Clothing stores	448100	6.54%	109,647	111,844	2.00%
Other general merchandise stores	452900	5.84%	97,863	128,756	31.57%
Building material and supplies dealers	444100	4.90%	82,150	102,010	24.18%
Gasoline stations	447100	4.64%	77,838	67,711	-13.01%
Department stores	452100	4.45%	74,658	71,390	-4.38%
Self-employed workers, secondary job	000602	3.76%	63,098	61,037	-3.27%
Automobile dealers	441100	2.83%	47,482	52,339	10.23%
Pharmacies and drug stores	446110	2.42%	40,627	43,846	7.92%
Electronics and appliance stores	443100	1.91%	32,078	31,154	-2.88%
Automotive parts, accessories, and tire stores	441300	1.78%	29,850	28,297	-5.20%
Office supplies, stationery, and gift stores	453200	1.71%	28,709	23,015	-19.83%
Shoe stores	448200	1.47%	24,712	20,032	-18.94%
Other miscellaneous store retailers	453900	1.29%	21,667	22,570	4.17%

Top Industries for First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Warehousing and storage	493100	9.37%	17,045	22,766	33.57%
Couriers	492100	6.22%	11,319	12,163	7.46%
Other automotive repair and maintenance	811190	5.49%	9,982	15,899	59.27%
General freight trucking	484100	3.87%	7,038	7,960	13.11%
Grocery and related product wholesalers	424400	3.60%	6,553	7,166	9.35%



Grocery stores	445100	2.17%	3,951	4,310	9.11%
Building material and supplies dealers	444100	2.08%	3,784	4,836	27.79%
Miscellaneous durable goods merchant wholesalers	423900	1.90%	3,466	3,979	14.80%
Miscellaneous nondurable goods merchant wholesalers	424900	1.59%	2,894	3,146	8.72%
Local government, excluding education and hospitals	939300	1.53%	2,782	3,125	12.34%
Lumber and other construction materials merchant wholesalers	423300	1.52%	2,771	3,183	14.86%
Specialized freight trucking	484200	1.51%	2,742	3,088	12.64%
Wholesale electronic markets and agents and brokers	425100	1.44%	2,628	2,983	13.48%
Plastics product manufacturing	326100	1.41%	2,567	2,721	6.00%
Employment services	561300	1.27%	2,316	2,931	26.56%